

# STATE OF CALIFORNIA

## Department of Corrections and Rehabilitation



## STRATEGIC PLAN

January 2006

## THE DEPARTMENT OF CORRECTIONS AND REHABILITATION IS...

### ***The California Department of Corrections and Rehabilitation (CDCR) is a major government enterprise***

It directly impacts the lives of thousands of offenders and staff and the safety of the general public. The department operates the largest statewide correctional system in the country with a budget of nearly \$6 billion and a staff of more than 50,000 employees. To effectively manage this correctional system, a network of youth and adult facilities and parole offices has been established throughout the state. The department's responsibilities extend beyond the incarceration of offenders; it encompasses their physical and mental health needs as well as employment and educational programs to enhance the offenders' re-integration into society. The department also offers community services that are available through the operation of conservation camps and provides the trained workforce for more than 180 fire crews and two million hours of fire fighting annually.

### ***The California Department of Corrections and Rehabilitation is a major contributor to public safety***

It oversees the institutional custody of more than 167,000 youth and adult offenders and supervises more than 151,000 parolees statewide. These institutions provide secure confinement to the state's most serious and violent offenders. The department determines the appropriate supervision level of parolees, commensurate with public safety, and provides substance abuse treatment, mental health services, employment training, and transitional after-care housing to assist offenders in transitioning back into the community. The department takes a leadership role in working cooperatively with other state and local public safety agencies to ensure the safety of California's communities.

### ***The California Department of Corrections and Rehabilitation is a major community employer***

It employs more than 50,000 employees in communities statewide and in occupations such as correctional officers, teachers, counselors, nurses, hearing officers, psychologists, parole agents, field representatives, and office support staff. In many cities throughout the State, the department is the major employer and has contributed significantly to the local economy through its ability to provide well-paying jobs. The department provides an opportunity for many men and women to have a rewarding career — one they can be proud of.

### ***The California Department of Corrections and Rehabilitation is a major health care provider***

It delivers overall health care to youth and adult offenders, and mental health care to certain parolees throughout the state. With a budget of nearly \$1 billion, the health care delivery system consists of three service areas: Medical Services, Mental Health Services and Dental Services and adopts standards for quality and scope of services within a custodial environment. Health care services are accessed through institutional and community outpatient clinics, General Acute Care Hospitals, Correctional Treatment Centers, Skilled Nursing Services, Intermediate Care Facilities, Hospice and Telemedicine.

### ***The California Department of Corrections and Rehabilitation is a major educational and vocational training provider***

It operates one of the largest accredited youth and adult correctional education systems in the world, serving more than 26,600 adult and 3,500 juvenile students. The juvenile programs consist of academic development, including high school diploma, General Educational Development Certificate, High School Equivalency Certificate, and college course work for an Associate of Arts degree. Special education courses provide for offenders with learning disabilities. These programs make available the opportunity for self-improvement through acquiring life skills and career training.

# Message from the Secretary

To all Staff within the California Department of Corrections and Rehabilitation (CDCR):

This past year has been an exciting and vibrant time for an organization charged with the incarceration and rehabilitation of adult and juvenile offenders. I want to thank the Administration for their leadership and commitment to a safer California and the reforms needed to improve public safety. I also want to thank the thousands of CDCR employees for their exemplary service and commitment to a safer California.

In the Governor's words, our efforts to "Restore, Reform and Rebuild" the California correctional model has progressed very quickly with his support. Our agency-level department has been the only entity to date – statewide – to emerge with a new plan, and new mission to improve public safety and services on behalf of state taxpayers.

Our organization, which was established July 1, 2005 (pursuant to SB 737, Statutes of 2005), has been transformed to begin providing a sweeping array of improved institution security, rehabilitative services, and enhanced staff and public safety. I believe this inception will re-establish California as a national leader in correctional policies and procedures. Employees, the Legislature, academia, victims rights organizations, and outside inmate and juvenile ward advocacy groups, have joined us and shown a renewed interest in the CDCR's commitment to substantively improve our correctional system.

Last year, we embarked upon a task that was unprecedented in the history of our department: A strategic plan and accompanying organizational structure were developed to build the foundation for lasting change.

We have set our sights towards a vision for this organization which is:

*"We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort".*

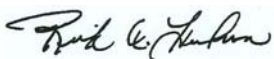
And a mission:

*"To improve public safety through evidence-based crime prevention and recidivism reduction strategies".*

Since we embarked on this path toward change, the organization has begun developing measures for all our programs and continues to build cohesive partnerships within the community and with all those willing to help us attain our goals. This ongoing dialogue with community and national groups has led us to many exciting opportunities for new, beneficial collaborations.

Lastly, I would like to thank all the dedicated men and women within our organization who provide such an important and vital service to our great State. Your hard work, support, and dedication to public safety is an inspiration to me.

Continued Success,



Roderick Q. Hickman  
Secretary  
California Department of Corrections  
and Rehabilitation



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# STATE OF CALIFORNIA

**Arnold Schwarzenegger**

*Governor*



## DEPARTMENT OF CORRECTIONS AND REHABILITATION

**RODERICK Q. HICKMAN**

*Secretary*

**JEANNE S. WOODFORD**

*Undersecretary*

**BERNARD WARNER**

*Chief Deputy Secretary, Juvenile Justice*

**DEL SAYLES-OWEN**

*Chief Deputy Secretary, Adult Programs*

**JOE MCGRATH**

*Chief Deputy Secretary, Adult Operations*

**DENNIS M. KENNEALLY**

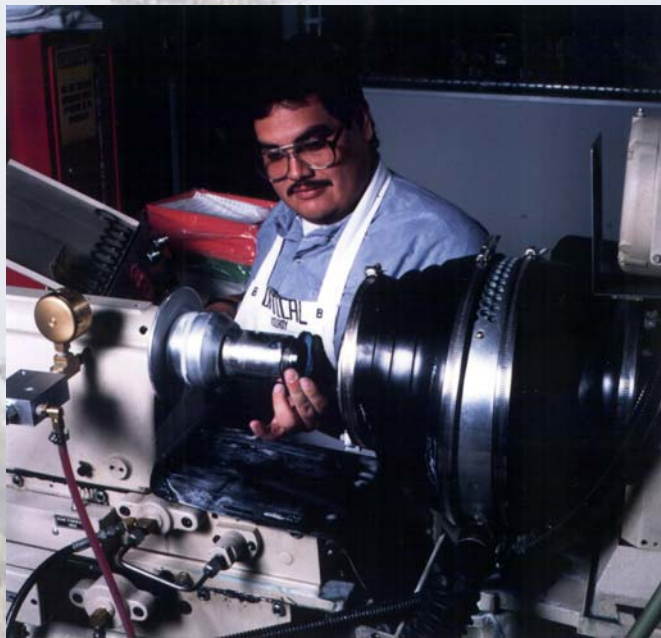
*Executive Director, Board of Parole Hearings*

**KAREN L. STOLL**

*Executive Director, Corrections Standards Authority*

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*Public service is fundamental to the restorative justice mission of the Division of Juvenile Justice.*



*Community service work is a priority for adult parolees.*



*The CDCR strives for a community level of health care for all inmates.*



# Introduction



## Our Changing Role and Challenges

These past six months have been an exciting and tumultuous time for all of us who work in the new California Department of Corrections and Rehabilitation. On July 1, 2005, history was made as we blew up the old boxes of the Youth and Adult Correctional Agency and rebuilt the structure now known as the California Department of Corrections and Rehabilitation (CDCR).

Given the emergent challenges facing this department today, the reorganization of the old agency and its departments into the CDCR has set California on a new direction of correctional reform. It is a direction that includes a focus on safer working environments, greater and better service to crime victims, organizational effectiveness, use of enhanced agency-wide information technology, effective use of state resources. We have a renewed commitment to partnerships with academia and national experts for staff development and validation of rehabilitation and re-entry programs, and development of offender re-entry programs that we have not considered in the past.

This strategic plan is the culmination of more than 150 years of growth, pain, learning, structuring and restructuring, debate, discussion, legislation, court mandates and public input.

Given the size and very nature of our organization, we know that transformational change does not come easily. It will require commitment and dedication from everyone in the organization and patience on the part of those who truly want to see change in our system.

Our challenges have guided us in a direction that will incorporate effective and efficient operations that are transparent and will ultimately restore the California correctional system to a national model.

This plan lays out the direction for juvenile and adult corrections; it outlines a vision of public safety built on cooperation and intervention, a mission focused by evidence-based strategies, and a value structure based on integrity, accountability, justice, collaboration, and employee safety and well-being.

This is not the final word in this department's progress: It is simply the next chapter in a correctional renaissance that will put California at the vanguard of correctional standards.

California's juvenile and adult correctional systems have been through significant changes in the past generation, growing from a quiet back-water service of state government with roughly 43,000 adult and juvenile offenders to where it is now one of the largest single service areas in state government providing public safety through incarceration of approximately 170,000 criminal offenders. We've grown from a budget of just under \$1 billion to a budget of more than \$7 billion – that's larger than many states' total general fund budgets.

The tremendous growth experienced by the department over the past twenty years has led to significant challenges in areas including population management, health care delivery, recidivism of offenders, adequate staffing, continuity of leadership, training and enterprise-wide information technology development.

Yet, throughout that phenomenal and unprecedented growth and because of the professionalism of the staff working in this department, California never lost a facility to an inmate or ward riot.

In the past, we were asked simply to keep offenders securely locked in our institutions – make sure we fed them, clothed them and housed them – today that is not enough. We must demonstrate through verifiable means, our commitment to change the way we do business so we can have a long-lasting impact on public safety, through improved supervision and intervention.

The people of this state deserve not only a department that provides safe streets by incapacitating adult and juvenile offenders, but also protects the public by preparing offenders to re-enter society with an empathy for their victims, and an education and job skills.

Through conference and consultation, partnerships and collaboration, and a lot of hard work on the part of thousands of very dedicated professionals in this department, we have come to dispel any notion that the CDCR is too large of an organization to make this transition. The foundation has been built. The challenges we now face are to follow through on our commitment to make California safer through "evidence-based crime prevention and recidivism reduction strategies."



# *Vision*

**We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort.**

# *Mission*

**To improve public safety through evidence-based crime prevention and recidivism reduction strategies**





## *Values*

We commit ourselves to principled leadership – a set of core values that guide our behavior:

**INTEGRITY** – We conduct ourselves professionally, achieving the highest ethical standards.

**ACCOUNTABILITY** – We take responsibility for our actions and the consequences.

**JUSTICE** – Everyone receives equitable process and fair outcomes.

**COLLABORATION** – Everyone supports mutual understanding of ideas, open exploration of our differences, and works constructively and cooperatively with our stakeholders.

**EMPLOYEE WELL-BEING** – We foster an environment that supports professional development and personal health.





*The CDCR offers the longest and most comprehensive correctional peace officer training in the nation.*



*Refresher training is ongoing at the CDCR.*



*The CDCR honors its own at an annual Medal of Valor Ceremony at the State Capitol.*





# GOAL 1:

## Statement of Need

## Workforce Excellence - Ensure a well-trained, quality workforce

Our success in meeting the increased complexity of correctional work depends on our ability to attract, train, develop, and retain a qualified workforce. Currently we do not have a hiring plan, systematic training and development of employees, updated classifications and clear role responsibilities, or a consistent employee performance appraisal process. Due to the demands of the job, it is important to establish a wellness program that contributes to an employee's optimal health and supports a balanced lifestyle. We must invest in our people.

### Strategy 1.1

#### **Develop and implement a comprehensive recruitment and hiring plan by August 2006.**

##### ***Outreach and Marketing Plan***

1.1.1

Establish an annual outreach and marketing plan that identifies potential candidates

*Completed*

##### ***Recruitment Partnerships***

1.1.2

Establish recruitment partnerships with external organizations to help us identify and attract potential candidates -- seek means to encourage our employees to identify potential candidates

*Completed*

##### ***Entry-Level Peace Officer Selection Process***

1.1.3

Conduct analysis to reduce the peace officer selection process hiring time from application to list eligibility from 18 months to 6 months

*August 2006*

### Strategy 1.2

#### **Establish a multi-disciplinary Academy responsible for providing a continuum of training and development programs by January 2007.**

##### ***Academy Consolidation***

1.2.1

Combine the youth and adult academies

*December 2006*

##### ***Needs Assessment***

1.2.2

Conduct a series of training needs assessments for selected job classifications

*December 2006*

##### ***Three Tier Training***

1.2.3

Develop an initial set of programs for 1) technical training, 2) supervisory development 3) leadership development, which includes a command college -- include ethics and core values in all programs

*December 2006*

##### ***Continuing Education Training***

1.2.4

Centralize the development of continuous education training programs within the Office of Training and Professional Development

*December 2005*



| <b>Objective</b>                                       | <b>Action</b>  | <b>Timeline</b>      |
|--|--|----------------------|
| <b><i>Instructors</i></b><br>1.2.5                     | Establish criteria and methods for instructor selection and rotation   | <i>July 2006</i>     |
| <b><i>Educational Partnerships</i></b><br>1.2.6        | Explore partnerships with higher education entities to award Continuing Education Units (CEU) and credit toward degrees for both academy and university-based programs -- partner with professional organizations to augment employee training and professional development programs | <i>Completed</i>     |
| <b><i>Mentoring Program</i></b><br>1.2.7               | Develop a mentorship program linked to the strategic plan  | <i>March 2006</i>    |
| <b><i>Core Values</i></b><br>1.2.8                     | Develop a strategy for reform that will instill proactive, interdependent and customer-service behaviors, enhancing a safe and secure working and living environment for staff, wards and inmates  | <i>January 2007</i>  |
| <b>Strategy 1.3</b>                                    | <b>Develop and maintain a classification and succession management plan by July 2006.</b>  |                      |
| <b><i>Classification and Compensation</i></b><br>1.3.1 | Develop an annual planning process to evaluate the CDCR's classification and compensation plan to identify and prioritize required classification and/or compensation changes  | <i>December 2005</i> |
| <b><i>Succession Plan</i></b><br>1.3.2                 | Establish a comprehensive employee succession plan   | <i>July 2006</i>     |
| <b>Strategy 1.4</b>                                    | <b>Develop and implement a consistent employee performance appraisal process by July 2006.</b>   |                      |
| <b><i>Performance Evaluation</i></b><br>1.4.1          | Establish an evaluation system on a phased-in basis that addresses employee accountability and performance metrics   | <i>July 2006</i>     |
| <b>Strategy 1.5</b>                                    | <b>Establish a CDCR employee wellness program by July 2006.</b>  |                      |
| <b>Strategy 1.6</b>                                    | <b>Improve the Electronic Human Resources Information System by December 2006.</b>   |                      |
| <b>Strategy 1.7</b>                                    | <b>Increase the competency of corrections personnel through job-related, valid selection and training standards by January 2007.</b>   |                      |
| <b><i>Job Analysis</i></b><br>1.7.1                    | Conduct job analysis that identifies knowledge, skills abilities and other characteristics for successful job performance  | <i>December 2006</i> |
| <b><i>Standards Development</i></b><br>1.7.2           | Develop selection and training standards that are fair, legally defensible, effective and practical  | <i>January 2007</i>  |



# GOAL 2:

## Technology - Develop information technology strategies and implement systems capable of managing both current and future needs

### Statement of Need

In today's increasingly complex organizational environment, Information Technology (IT) is the common link for integrating all aspects of the organization. To date, IT is consistently under funded, under staffed, and neglected. There is no overall IT strategy or governance structure. We must invest in building new information capabilities and capacity.

### Strategy 2.1

**Consolidate all IT resources under one central authority by December 2007.**

#### *Roles and Responsibilities*

2.1.1

Define roles and responsibilities for a centralized IT organization

*Completed*

#### *IT Field Support Centralization*

2.1.2

Centralize reporting of IT field support -- Conduct Regional Pilot

*September 2006*

#### *Help Desk*

2.1.3

Establish a consolidated help desk operating 24/7 to provide a centralized call center for all IT support needs

*December 2007*

#### *IT Service Alignment*

2.1.4

Align IT service with business priorities and the technical environment -- produce a better business model for the CDCR

*March 2006*

#### *Customer Relations*

2.1.5

Create a one-stop "shopping" experience for the customer

*December 2007*

### Strategy 2.2

**Develop and implement a governance structure for project prioritization of technology initiatives and the application of best practices by December 2007.**

#### *Governance Structure*

2.2.1

Define and establish a governance structure with key decision makers from every aspect of the business organization, defining roles, responsibilities, and operating principles

*Completed*



| Objective  | Action  | Timeline                    |
|--|---|-----------------------------|
| <b><i>Governance Board</i></b><br>2.2.2          | Establish an IT Governance Board to oversee the administration of the IT operating principles, implementation and approval of initiatives, enterprise technical architecture, security standards, and new emerging technologies   | <b><i>Completed</i></b>     |
| <b><i>Service Level Agreements</i></b><br>2.2.3  | Establish baseline agreements between customers and IT to determine the appropriate level of service -- develop accompanying metrics to measure effectiveness and satisfaction  | <b><i>December 2007</i></b> |
| <b>Strategy 2.3</b>                              | <b>Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards by December 2008.</b>  |                             |
| <b><i>Architecture Plan</i></b><br>2.3.1         | Establish an Enterprise Technical Architecture Plan to define computing and network infrastructure standards and common services to be provided --this plan will provide the framework for bringing the department's IT platforms (servers, network, hardware, software, tools) into the future. This will be the blueprint to ensure that all of our systems integrate with one another, adhere to standards for performance and maintainability, and are cost-effective | <b><i>December 2008</i></b> |
| <b><i>Maintain and Refresh</i></b><br>2.3.2      | Develop a technology maintenance and refresh program to include desktop hardware, mobile computing devices and software, databases, applications and programs   | <b><i>July 2007</i></b>     |
| <b>Strategy 2.4</b>                              | <b>Establish and maintain a data warehouse for enterprise-wide correctional databases, eGovernment, and integrated justice systems by July 2010.</b>  |                             |
| <b><i>Enterprise-Wide Databases</i></b><br>2.4.1 | Identify enterprise-wide databases to be included in the warehouse  | <b><i>December 2008</i></b> |
| <b><i>eGovernment</i></b><br>2.4.2               | Perform an eGovernment readiness assessment to determine which core business areas effectively use the Internet and where additional resources will provide added benefit and improved access   | <b><i>January 2007</i></b>  |





| Objective                             | Action  | Timeline             |
|---------------------------------------|---|----------------------|
| <i>Open Systems</i><br>2.4.3          | Develop comprehensive systems standards to support the sharing and exchanging of information with local and federal law enforcement entities  | <i>December 2008</i> |
| <i>Comprehensive Systems</i><br>2.4.4 | Implement comprehensive business and offender-based management systems  | <i>July 2010</i>     |
| <b>Strategy 2.5</b>                   | <b>Ensure the security of technology systems by October 2006.</b>   |                      |
| <i>Safeguards</i><br>2.5.1            | Develop and employ effective safeguards including risk analysis, mitigation, and management strategies -- this includes the development and enforcement of standards and policies   | <i>October 2006</i>  |
| <i>Virus Protection</i><br>2.5.2      | Employ standardized and automated virus protection for all IT resources   | <i>Completed</i>     |
| <i>Security Program</i><br>2.5.3      | Update security training to enforce IT policies   | <i>Completed</i>     |
| <b>Strategy 2.6</b>                   | <b>Build our technology workforce by December 2007.</b>   |                      |
| <i>Assessment</i><br>2.6.1            | Conduct an IT resource management assessment to determine current staffing responsibilities and workload, and proposed staffing levels -- realign existing IT resources to best meet the IT needs of the new organization | <i>December 2005</i> |
| <i>Training Plan</i><br>2.6.2         | Under the auspices of the academy, assess the training needs of the professional IT staff and develop an on-going training program  | <i>December 2007</i> |
| <i>Staffing</i><br>2.6.3              | Recruit and develop a highly skilled IT staff -- ensure IT resources are aligned with the CDCR's strategic and operational priorities and technical environment   | <i>December 2007</i> |



*The CDCR staff is required to keep current with policy directives.*



*The CDCR Honor Guard serves at many ceremonial events.*



*The CDCR recently recommitted to extensive and recurring middle manager and supervisor training.*



## GOAL 3:

# Organizational Effectiveness: Achieve organizational excellence in our operations and systems

### Statement of Need

The effectiveness of the organization depends on the alignment and integration of the structure, resources, and processes to accomplish our goals. The current organization evolved with a focus on autonomous units, and therefore, lacks functional integration. Program priorities often clash; lines of responsibility and accountability overlap and in some cases do not exist; and, policies and procedures are frequently outdated and frequently applied differentially. We must build an organization where all components operate as a fully interconnected system.

### Strategy 3.1

**Redesign and implement a matrix structure that supports the organization's mission and goals by July 2005.**

***Design***  
3.1.1

Design the overall organizational structure

***Completed***

***Roles and Responsibilities***  
3.1.2

Define roles and responsibilities within the new structure

***Completed***

***Fiscal***  
3.1.3

Develop a fiscal strategy and budget allocations to support the organizational design

***Completed***

***Legislation***  
3.1.4

Develop a plan for legislation that supports the reorganization and, as appropriate, changes in roles and responsibilities

***Completed***

***Labor Relations***  
3.1.5

Develop a plan for labor relations that supports the reorganization and, as appropriate, changes in roles and responsibilities

***Completed***

***Implementation***  
3.1.6

Implement the new agency organizational structure

***Completed***





| Objective                                   | Action   | Timeline            |
|---|--|---------------------|
| <b>Strategy 3.2</b>                         | <b>Establish consistent processes and procedures to ensure accountability at all organizational levels by July 2007.</b>   |                     |
| <i>Fiscal Accountability</i><br>3.2.1       | Implement a performance measurement system for fiscal success goals  | <i>July 2007</i>    |
| <i>Programmatic Accountability</i><br>3.2.2 | Implement a performance measurement system for programmatic success goals  | <i>July 2007</i>    |
| <i>Employee Discipline</i><br>3.2.3         | Implement the Vertical Advocacy Model to ensure consistency in the employee disciplinary process                           | <i>July 2007</i>    |
| <b>Strategy 3.3</b>                         | <b>Establish an ongoing program of evaluations based on evidence-based measures and national standards by January 2008</b> |                     |
| <i>Governance Structure</i><br>3.3.1        | Define and establish a governance structure for evaluation and research  | <i>April 2006</i>   |
| <i>Evaluation</i><br>3.3.2                  | Integrate performance monitoring or evaluation into programs   | <i>January 2008</i> |
| <i>Data Collection</i><br>3.3.3             | Design a data collection system to support performance monitoring and evaluation   | <i>July 2007</i>    |
| <i>Program Assessment</i><br>3.3.4          | Establish a procedure to identify evidence-based programs based on research and national standards                         | <i>June 2007</i>    |
| <b>Strategy 3.4</b>                         | <b>Institutionalize an approach for continuous improvement by January 2007.</b>  |                     |
| <i>Benchmark Assessment</i><br>3.4.1        | Conduct a system-wide assessment to benchmark and monitor organizational well-being  | <i>July 2006</i>    |
| <i>Governance Committees</i><br>3.4.2       | Establish executive governance committees that can be replicated throughout the CDCR                                       | <i>January 2007</i> |





# GOAL 4:

## Risk Management/Legal Compliance: Develop preventive strategies to minimize and mitigate harm, preclude class action suits and remedy identified violations

### Statement of Need

In order for the entire correctional system to regain its stature as a national model, we need to comply with court orders and proactively identify areas where we are vulnerable to litigation. The department has been the subject of continual major lawsuits. There is no comprehensive plan for identifying problem areas, conducting analyses, developing corrective action, or monitoring compliance. We must be the first to identify and resolve our own issues.

### Strategy 4.1

**Develop a comprehensive risk management program that identifies practices, policies and conditions that pose potential legal, fiscal or safety risks by January 2008.**

***Risk Management***  
4.1.1

Establish a risk management structure, including centralized oversight and operational implementation

*January 2007*

***Policies and Procedures***  
4.1.2

Establish risk management policies and procedures

*July 2007*

***Systems***  
4.1.3

Develop and coordinate systems to support risk management functions

*January 2007*

***Indicators***  
4.1.4

Determine indicators of legal vulnerabilities for risk management review

*January 2006*

***Data Collection***  
4.1.5

Collect indicator data for risk management assessment

*January 2007*

***Risk Management Training***  
4.1.6

Design a risk management training program

*January 2008*

### Strategy 4.2

**Develop a process for the ongoing review, monitoring and compliance of policies by July 2007.**

***Legal Review Process***  
4.2.1

Create a mechanism for the identification and referral of policies, standards, and regulations that need to be reviewed for legal sufficiency

*July 2006*



| Objective  | Action   | Timeline            |
|--|--|---------------------|
| <b><i>Legal Sufficiency</i></b><br>4.2.2         | Develop a process for the review and revision of existing policies, standards and regulations to comport with the law          | <i>January 2007</i> |
| <b><i>Legal Compliance</i></b><br>4.2.3          | Develop a process for the creation of new policies, standards, and regulations necessary to achieve legal compliance           | <i>January 2007</i> |
| <b><i>Implementation Monitoring</i></b><br>4.2.4 | Develop a process for monitoring implementation of revised/newly created policies, standards and regulations                   | <i>July 2007</i>    |
| <b><i>Auditing Compliance</i></b><br>4.2.5       | Develop and implement a process for auditing ongoing compliance with revised/newly created policies, standards and regulations | <i>July 2007</i>    |
| <b>Strategy 4.3</b>                              | <b>Support consistent and lawful policy implementation by January 2007.</b>  |                     |
| <b><i>Communication</i></b><br>4.3.1             | Determine and implement strategies for communicating revised/newly created policies, standards and regulations                 | <i>January 2007</i> |



# GOAL 5:

## Statement of Need

### Strategy 5.1

**Parolees-at-Large**  
5.1.1

**Violent/High-Risk Parolees**  
5.1.2

**Criminal Intelligence System**  
5.1.3

**Homeland Security**  
5.1.4

**Law Enforcement Consortium**  
5.1.5

**Accountability of Parolees**  
5.1.6

**Assessment of Adult Offenders**  
5.1.7

**Assessment of Juvenile Offenders**  
5.1.7a

## Crime Prevention and Safety: Develop a comprehensive crime prevention program and use evidence-based research to reduce criminality and victimization

Correctional programs are the operational core of this organization. There is no systematic approach to correctional services from the time of arrest to the time of re-integration back into the community. We lack comprehensive assessment of the effectiveness of our programs. We must take responsibility for reducing recidivism.

**Create law enforcement and public safety partnerships that will reduce crime and delinquency by July 2008.**

Define protocols through collaboration with local, state and federal law enforcement agencies to increase apprehension of parolees-at-large *June 2006*

Expand the department's work with local, state and federal law enforcement agencies to target and arrest violent/high-risk parole violators *December 2006*

Design a comprehensive plan for developing a department-wide criminal intelligence system with internal and external law enforcement entities *February 2006*

Enhance partnerships with the state and national offices of homeland security to ensure public safety against terrorism *December 2006*

Develop a law enforcement consortium to increase collaborative communication amongst all levels of law enforcement *January 2006*

Improve parolee accountability by working with law enforcement to ensure compliance and improve public safety in our communities *June 2006*

Provide offender risk assessment for adult offender parolees prior to parole and at designated time periods during parole *November 2005*

Provide offender risk assessment for juvenile parolees prior to parole and at designated time periods during parole *July 2008*



## Strategy 5.2

**Link offender risk and need assessment to a continuum of programming targeting successful community reintegration.**

|  |   |                      |
|--|---|----------------------|
| <i>Assessment</i><br>5.2.1                   | Improve offender risk and needs assessment at the time of initial incarceration and at designated times | <i>July 2008</i>     |
| <i>Treatment Services</i><br>5.2.2           | Improve treatment services provided to offenders to meet the individual's risk needs                    | <i>December 2009</i> |
| <i>Public/Private Partnerships</i><br>5.2.3  | Expand the use of public/private partnerships to provide treatment to offenders                         | <i>January 2006</i>  |
| <i>Pre-Parole Planning Programs</i><br>5.2.4 | Expand and improve the institutional-based Community Pre-Parole Programs                                | <i>January 2006</i>  |

## Strategy 5.3

**Continue to evaluate and improve safety and security of facilities for both staff and offenders by January 2007.**

|   |   |                     |
|---|---|---------------------|
| <i>Classification System Quality Improvement</i><br>5.3.1 | Develop and implement continuous quality improvement strategies for the classification system   | <i>January 2006</i> |
| <i>Living Environments</i><br>5.3.2                       | Establish programming in living environments that effectively promotes pro-social behavior  | <i>January 2006</i> |
| <i>Program Space</i><br>5.3.3                             | Develop a plan to increase the use of gyms, day-rooms, etc. for program, recreational and treatment activities  | <i>January 2006</i> |
| <i>Gang Management/ Intervention</i><br>5.3.4             | Develop and begin to implement a comprehensive evidence-based gang management, intervention and education program   | <i>June 2006</i>    |
| <i>Safe Environment</i><br>5.3.5                          | Develop viable strategies for ensuring the provision of a safe and secure working and living environment in the adult and youth facilities and prisons  | <i>January 2007</i> |
| <i>Gender Reform Efforts</i><br>5.3.6                     | Establish gender reform efforts to evaluate all aspects of female offender management and develop gender responsive policies and practices to address their specific needs and improve outcomes | <i>January 2007</i> |

## Strategy 5.4

**Expand and improve evidence-based substance abuse, educational and life skills training and other offender treatment programs based on need by July 2007.**

|  |   |                  |
|--|---|------------------|
| <i>Juvenile School Attendance</i><br>5.4.1 | Develop multi-disciplinary strategies to improve juvenile school attendance | <i>July 2007</i> |
|--|---|------------------|





| Objective   | Action   | Timeline            |
|---|--|---------------------|
| <b><i>Offender Behavioral Treatment Programs</i></b><br>5.4.2 | Expand and improve evidence-based offender behavioral treatment programs.  | <i>July 2007</i>    |
| <b><i>Adult and Juvenile Education</i></b><br>5.4.3           | Expand and improve evidence-based educational and life skills programs for adult and juvenile offenders consistent with needs assessments                        | <i>January 2007</i> |
| <b>Strategy 5.5</b>   | <b>Proactively enforce victims' rights, improve victim safety, and constructively include victims' voices by July 2007.</b>                                      |                     |
| <b><i>Victim Safety and Sensitivity</i></b><br>5.5.1          | Improve victim and witness safety and ensure they are treated with dignity throughout the state correctional system  | <i>July 2007</i>    |
| <b><i>Victims' Voices</i></b><br>5.5.2                        | Constructively include victims' voices in state correctional planning and decision-making  | <i>January 2006</i> |
| <b><i>Victim Notification</i></b><br>5.5.3                    | Partner with state and local programs to assist in locating crime victims and ensure timely notification to victims regarding offender status                    | <i>January 2007</i> |
| <b><i>Parole Consideration Hearings</i></b><br>5.5.4          | Ensure crime victims, survivors and/or next-of-kin receive the opportunity to participate in parole eligibility (lifer) hearings and juvenile annual reviews     | <i>January 2006</i> |
| <b><i>Restitution</i></b><br>5.5.5                            | Expand and improve the imposition, collection and disbursement of court-ordered restitution to crime victims and the State Restitution Fund.                     | <i>July 2007</i>    |
| <b>Strategy 5.6</b>   | <b>Establish restorative justice practices to ensure both offender rehabilitation and accountability to victims, the community, and themselves by July 2007.</b> |                     |
| <b><i>Community Services</i></b><br>5.6.1                     | Expand opportunities for offenders to restore the community through public service   | <i>July 2006</i>    |
| <b><i>Victim Impact Classes</i></b><br>5.6.2                  | Require offenders, if appropriate, to participate in a victim impact course  | <i>July 2007</i>    |



*A number of community groups statewide work closely with the CDCR in planning future partnerships for inmate and parolee services.*



*Purpose Driven Life author Rick Warren visits with inmates.*



*Volunteers serve an integral part of preparing inmates for jobs and life when released on parole.*



# GOAL 6:

## Statement of Need

## Outreach and Partnerships: Seek partnerships and develop meaningful programs and processes to promote shared responsibility for community safety

We define our success as preventing crime, violence, victimization and increasing the rate of successful reintegration of parolees into our communities. We have given limited attention to developing full partnerships with community groups willing to help us (e.g., with law enforcement, community/faith-based organizations, crime victim advocacy groups, and academia). We have not had the “will” to foster successful community partnerships. We must build community collaboration.

## Strategy 6.1

**Establish internal processes, procedures and resources to support community collaborative activities throughout the department by December 2006.**

### *Management of Collaborations*

6.1.1

Establish internal processes and procedures to coordinate and manage community collaborative efforts throughout the department

*December 2006*

### *Directory*

6.1.2

Create and maintain a statewide directory of interested community and faith-based partners

*Completed*

### *Role Relationships*

6.1.3

Determine appropriate role relationships for each category of partners

*June 2006*

### *Clearinghouse*

6.1.4

Create and maintain a clearinghouse of current collaborative relationships in the department

*December 2006*

## Strategy 6.2

**Establish and enhance collaborations with stakeholders to implement evidence-based strategies to prevent crime, and reduce recidivism and victimization by December 2006.**

### *Private Sector/Non-Profit Groups*

6.2.1

Establish and enhance collaborations with a network of private sector and non-profit stakeholders to develop strategies for safer communities through effective programs and services

*December 2006*

### *Public Sector Agencies*

6.2.2

Establish and enhance collaborations with a network of public sector stakeholders to develop strategies for safer communities through effective programs and services

*December 2006*





| Objective  | Action  | Timeline             |
|--|---|----------------------|
| <i>Family Involvement</i><br>6.2.3                   | Establish and enhance local or regional multi-disciplinary collaborations in our communities to identify and implement programs that will assist families in reducing the continued spiral of crime and victimization   | <i>December 2006</i> |
| <b>Strategy 6.3</b>                                  | <b>Establish intergovernmental collaborations (e.g., with Department of Mental Health, Employment Development Department, Business, Transportation and Housing Agency) to support successful integration of parolees into our communities by August 2006.</b> |                      |
| <i>State-Level Stakeholders</i><br>6.3.1             | Identify key state-level stakeholders critical to the development of policies, processes and programs designed to improve re-entry outcomes   | <i>January 2006</i>  |
| <i>Collaborative Committee Stakeholders</i><br>6.3.2 | Establish and convene statewide collaborative committee on re-entry efforts   | <i>May 2006</i>      |
| <b>Strategy 6.4</b>                                  | <b>Enhance collaborations with local criminal, juvenile justice, social services, crime victims and other advocacy agencies to support effective integration of parolees into our communities by November 2006.</b>   |                      |
| <i>Research Forums</i><br>6.4.1                      | Enhance opportunities for collaborations with external researchers  | <i>November 2006</i> |
| <i>Best Practices</i><br>6.4.2                       | Develop partnerships with academic institutions to assist the department in identifying evidence-based programs   | <i>June 2006</i>     |
| <i>Research Review</i><br>6.4.3                      | Develop a network of researchers to assist with the evaluation of research proposals sent to the department   | <i>June 2006</i>     |





# GOAL 7:

## Health Care Delivery: Establish a managed health care system to ensure efficient delivery of quality health care

### Statement of Need

We are morally and constitutionally obligated to provide health care services to incarcerated offenders. To ensure the efficient delivery of quality, cost-effective services, we must radically change our health care systems. Since most incarcerated persons return to the community, these individuals must maintain a fundamental level of health care for successful integration.

### Strategy 7.1

**Develop and implement a Service Delivery System to provide accessible, quality, and cost-effective health care across all programs by December 2012.**

#### ***Assessment -- Mental Health***

7.1.1

Develop and implement a comprehensive mental health risk assessment and classification system for proactive identification of patients with significant risks and special mental health needs

*December 2007*

#### ***Assessment -- Medical Care***

7.1.2

Develop and implement a comprehensive medical risk assessment and classification system for proactive identification of patients with significant risks and special medical care needs

*December 2008*

#### ***Assessment -- Dental Care***

7.1.3

Develop and implement a comprehensive medical risk assessment and classification system for proactive identification of patients with significant risks and special dental needs

*December 2012*

#### ***Levels of Care -- Mental Health***

7.1.4

Develop and implement a standardized system that provides multiple levels of care and includes a plan for bed management and consolidated care centers for inmates with special mental health needs

*December 2007*



| <b>Objective</b>                                      | <b>Action</b>   | <b>Timeline</b>             |
|---|---|-----------------------------|
| <b><i>Levels of Care -- Medical Care</i></b><br>7.1.5 | Develop and implement a standardized system that provides multiple levels of care and includes a plan for bed management and consolidated care centers for inmates with special medical care needs                                | <b><i>December 2008</i></b> |
| <b><i>Level of Care -- Dental Care</i></b><br>7.1.6   | Develop and implement a standardized system that provides multiple levels of care and includes a plan for bed management and consolidated care centers for inmates with special dental care needs                                 | <b><i>December 2012</i></b> |
| <b><i>Prevention -- Mental Health</i></b><br>7.1.7    | Develop and implement comprehensive prevention services that include education, screening, immunizations, chronic care, and case management components, and emphasize patient accountability for inmates with mental health needs | <b><i>December 2007</i></b> |
| <b><i>Prevention -- Medical Care</i></b><br>7.1.8     | Develop and implement comprehensive prevention services that include education, screening, immunizations, chronic care, and case management components, and emphasize patient accountability for inmates with medical care needs  | <b><i>December 2008</i></b> |
| <b><i>Prevention -- Dental Care</i></b><br>7.1.9      | Develop and implement comprehensive prevention services that include education, screening, immunizations, chronic care, and case management components, and emphasize patient accountability for inmates with dental care needs   | <b><i>December 2012</i></b> |
| <b><i>Pre-Release Services</i></b><br>7.1.10          | Develop and implement pre-release services to ensure continuity of health care, facilitate successful integration and reduce recidivism   | <b><i>January 2007</i></b>  |

## **Strategy 7.2**

**Develop and implement a comprehensive Performance Management System to monitor the program performance of each program and identify opportunities for improvement by December 2008.**

## **Strategy 7.3**

**Develop and implement a comprehensive evidence-based program and practice standards in priority areas by December 2009.**







# Glossary



| Term                                     | Definition  |
|--|---|
| <b>Action Plan</b>                       | Detailed description of the strategies and steps used to implement a strategic plan.  |
| <b>Auditing</b>                          | Methodical examination and review with the intent to measure and verify.  |
| <b>Benchmark</b>                         | Standard or point of reference in judging quality, cost-effectiveness, or performance.  |
| <b>Benchmarking</b>                      | Gathering information about model efforts or best practices by other organizations engaged in similar endeavors to establish project targets and goals.   |
| <b>Best Practice</b>                     | Not necessarily a benchmark but a practice that has proven to be successful -- in general. In general, one begins with a good idea; over time the good idea has measurable results and then becomes Promising Practice; when the Promising Practice becomes predictable, repeatable, and transferable to others it becomes a Best Practice.   |
| <b>Customer/Client</b>                   | People, internal or external to the organization, who receive or use what a department produces; anyone whose best interests are served by the actions of the department.   |
| <b>Define</b>                            | To discover and set for the meaning; to make distinct, clear.   |
| <b>Develop</b>                           | To gradually bring into existence; to expand by a process of growth.  |
| <b>eGovernment</b>                       | Tool aimed at realizing a better and more efficient administration. It is designed to improve the development and implementation of public policies and help the public sector deal with the conflicting demands of delivering more and better services with fewer resources. It is intended to enable the public sector to maintain and strengthen good governance in a knowledgeable society.   |
| <b>Employee</b>                          | All custody and non-custody staff currently employed by or working for the California Department of Corrections and Rehabilitation.   |
| <b>Enterprise Technical Architecture</b> | Underlying layers of technology that interconnect to provide support for business needs, specifically network services, e-mail, Internet/Intranet and computer programming applications.  |
| <b>Establish</b>                         | To fully actualize.   |
| <b>Evidence-Based Corrections</b>        | Conscientious, explicit, and judicious use by correctional administrators of current best research evidence in selecting programs designed to manage offenders, reduce recidivism, and increase public safety; research evidence of program effectiveness must adhere to accepted methodological standards; use empirical assessment tools to target the program to the individual offender, and objectively measure program implementation and outcomes; evidence-based programs also include those that adhere to "principles of effective intervention" established by prior research. |
| <b>Goals</b>                             | Desired end result.   |
| <b>Governance</b>                        | Control or authority for making decisions and providing a framework for accountability within information technology.   |



|   |  |
|---|--|
| <b>Implement</b>                          | To put into effect.  |
| <b>Indicator</b>                          | Item of information that may signify, or be a sign of (e.g. risk/management/legal compliance, liability exposure or the need to review policies, regulations or standards).  |
| <b>Information Security Officer (ISO)</b> | Person designated by the agency director to oversee the agency's compliance with policies and procedures regarding the security of the agency's information assets (See Government Code, Section 11771 and SAM, Section 4840.2).                                   |
| <b>Information Technology (IT)</b>        | All computerized and auxiliary automated information handling, including systems design and analysis, computer programming, information storage and retrieval, voice, video, and data communications, etc.   |
| <b>Information Security</b>               | Protection of information assets from unauthorized access (accidental or intentional), modification, destruction, disclosure, or the inability to process that information (unavailability).   |
| <b>Institutionalize</b>                   | To make organizational changes a permanent part of the organization's normal functioning.  |
| <b>Legal Compliance</b>                   | Comporting with contemporary legal standards as defined by statute, case law or court order so as to withstand legal challenge.  |
| <b>Legal Sufficiency</b>                  | Consistent with the minimum requirements of applicable law.  |
| <b>Matrix Structure</b>                   | Contains teams of people created from various sections of the business for the purposes of a specific project.   |
| <b>Mechanism</b>                          | Procedure or technique for achieving a result.   |
| <b>Mission</b>                            | Purpose of the organization,; its unique reason for existence -- identifies what the organization does, why it exists and for whom it provides the services or products.   |
| <b>Mitigation</b>                         | Implementing measures which reduce risk to an acceptable level.  |
| <b>Monitor</b>                            | To track, oversee or observe.  |
| <b>Needs Assessment</b>                   | Structured process to determine the needs of a designated survey field (i.e., individuals, agency, system, etc).   |
| <b>Objective</b>                          | Specific and measurable target for accomplishing goals.  |
| <b>One-Stop Shopping Experience</b>       | Use of IT industry standards for the easy exchange of data between external entities.  |
| <b>Open System Standards</b>              | Use of IT industry standards for the easy exchange of data between external entities.  |
| <b>Performance Measures</b>               | Provides quantitative measures of work performed, program processes or results achieved. Describe in both quantifiable and qualitative terms, how well the activities, strategies and processes within an organization are achieving specified goals and outcomes. |



|                                      |   |
|--------------------------------------|---|
| <b>Process</b>                       | A sequence of activities to achieve a result.   |
| <b>Refresh Program</b>               | Planned replacement of obsolete computer equipment/software based on a schedule for replacement.  |
| <b>Risk</b>                          | Probability that a loss of information assets or breach of security will occur..  |
| <b>Risk Analysis</b>                 | The process of evaluating 1) the vulnerability of information assets to various threats, 2) the costs or impact of potential losses to the organization, and 3) the options for removing or limiting risks.   |
| <b>Risk Management</b>               | Process of taking actions to avoid risk or reduce it to an acceptable level.  |
| <b>Service Level Agreement (SLA)</b> | Agreement or contract that specifies the terms of service between the program customer and electronic information system to provide IT services.  |
| <b>Strategic Plan</b>                | Practical, action-oriented guide, based upon an examination of internal and external factors which directs goal setting and resource allocation to achieve meaningful results over time; a plan or blueprint that clearly and concisely states the mission, goals and strategies of an organization.  |
| <b>Systems Processes</b>             | The collecting and reporting of information.  |
| <b>Vertical Advocacy Model</b>       | System that ensures legal representation for the Department during the entire investigative and employee disciplinary process in order to hold staff accountable for misconduct by way of thorough and complete internal investigations, principled decision-making and assessment of the investigations, and consistent and appropriate discipline.  |
| <b>Virus</b>                         | Self-replicating program, which is usually malicious -- consisting of three parts: a replicator makes copies; a trigger, which triggers an event; and a mission, which is the function intended. The replicator makes copies of the virus program so that it can spread. A trigger is an event that will cause the virus to perform the function for which it was designed, such as a specific date or time. The mission is the function the virus will perform when triggered. |
| <b>Vision</b>                        | Compelling, and conceptual image of the desired future.   |



# California Department of Corrections and Rehabilitation



Governor  
**Arnold Schwarzenegger**  
Secretary  
**Roderick Q. Hickman**



Graphics courtesy of Gary Walker, Prison Industry Authority, California Men's Colony





# Site Map Ledgers

| ADULT FIREFIGHTING<br>CONSERVATION CAMPS |      |                         |                 |
|--|------|-------------------------|-----------------|
| NO.                                      | ADM. | CONSERVATION CAMP       | CITY            |
| 1  | SCC  | Vallecito               | Angels Camp     |
| 2  | CIW  | Rainbow (Female)        | Fallbrook       |
| 3  | CCC  | Trinity River           | Lewiston        |
| 4  | SCC  | Francisquito            | Saugus          |
| 5  | SCC  | Miramonte               | Miramonte       |
| 6  | CCC  | Parlin Fork             | Fort Bragg      |
| 7  | CCC  | Salt Creek              | Paskenta        |
| 8  | CCC  | Delta                   | Suisun City     |
| 9  | CCC  | Sugar Pine              | Bella Vista     |
| 10                                       | SCC  | Mountain Home           | Springville     |
| 11                                       | SCC  | Acton                   | Acton           |
| 12                                       | CCC  | Washington Ridge        | Nevada City     |
| 13                                       | CIW  | Malibu (Female)         | Malibu          |
| 14                                       | CIW  | Puerta La Cruz (Female) | Warner Springs  |
| 15                                       | SCC  | Pilot Rock              | Crestline       |
| 16                                       | SCC  | Mount Gleason           | Palmdale        |
| 17                                       | CCC  | Chamberline Creek       | Fort Bragg      |
| 18                                       | CCC  | Ishi                    | Paynes Creek    |
| 19                                       | SCC  | Julius Klein            | Azusa           |
| 20                                       | CCC  | Alder                   | Klamath         |
| 21                                       | SCC  | Mc Cain Valley          | Boulevard       |
| 22                                       | CCC  | Intermountain           | Biebe           |
| 23                                       | CCC  | Deadwood                | Fort James      |
| 24                                       | CMC  | Cuesta                  | San Luis Obispo |
| 25                                       | CCC  | Antelope                | Susanville      |
| 26                                       | SCC  | Owens Valley            | Bishop          |
| 27                                       | CCC  | Konocti                 | Lower Lake      |
| 28                                       | SCC  | Prado                   | Chino           |
| 29                                       | SCC  | Ben Lomond              | Santa Cruz      |
| 30                                       | SCC  | Baseline                | Jamestown       |
| 31                                       | CCC  | Eel River               | Redway          |
| 32                                       | CCC  | High Rock               | Weott           |
| 33                                       | SCC  | Growlersberg            | Georgetown      |
| 34                                       | CCC  | Valley View             | Elk Grove       |
| 35                                       | SCC  | Oak Glen                | Yucaipa         |
| 36                                       | SCC  | Bautista                | Hemet           |
| 37                                       | SCC  | La Cima                 | Julian          |
| 38                                       | SCC  | Gabilan                 | Soledad         |
| 39                                       | CCC  | Norco                   | Norco           |
| 40                                       | CCC  | Devil's Garden          | Alturas         |
| 41                                       | SCC  | Finner Canyon           | Valerme         |
| 42                                       | SCC  | Los Robles              | Paso Robles     |
| 43                                       | SCC  | Mt. Bullion             | Mariposa        |

| ADULT CAMPS LEGEND |  |
|--------------------|--|
| ADM                | Administration of Camps (Training Centers)   |
| CCC                | California Conservation Center   |
| SCC                | Sierra Conservation Center   |
| CIW                | Camps 2, 13, 14 Female Camp Training Center  |
| NOTE:              | Camps 4, 11, 13, 16, 19, are jointly managed by CDCR and the Los Angeles County Fire Department. |

| ADULT PAROLE REGIONS |            |  |
|----------------------|------------|--|
| I                    | REGION I   | Covers the entire Central Valley from Bakersfield to the Oregon border.                              |
| II                   | REGION II  | Covers the San Francisco Bay Area, including the coastal counties from Ventura to the Oregon border. |
| III                  | REGION III | Covers Los Angeles County  |
| IV                   | REGION IV  | Covers the San Diego Area and southern counties.   |

| JUVENILE CAMPS |                                    |            |
|----------------|------------------------------------|------------|
| NO.            | CONSERVATION CAMP                  | CITY       |
| JC-1           | Pine Grove Youth Conservation Camp | Pine Grove |
| JC-2           | Ventura Youth Conservation Camp    | Camarillo  |

| ADULT INSTITUTIONS |      |  |                 |
|--------------------|------|--|-----------------|
|                    | ABRV | INSTITUTION NAME   | CITY            |
| 1                  | PBSP | Pelican Bay State Prison   | Crescent City   |
| 2                  | CCC  | California Correctional Center   | Susanville      |
| 3                  | HDSP | High Desert State Prison   | Susanville      |
| 4                  | FSP  | Folsom State Prison  | Represa         |
| 5                  | SAC  | California State Prison, Sacramento  | Represa         |
| 6                  | CMF  | California Medical Facility  | Vacaville       |
| 7                  | SOL  | California State Prison, Solano  | Vacaville       |
| 8                  | MCSP | Mule Creek State Prison  | Ione            |
| 9                  | SQ   | California State Prison, San Quentin                                       | San Quentin     |
| 10                 | KVSP | Kern Valley State Prison   | Delano          |
| 11                 | SCC  | Sierra Conservation Center   | Jamestown       |
| 12                 | DVI  | Deuel Vocational Institute   | Tracy           |
| 13                 | CCWF | Central California Womens Facility   | Chowchilla      |
| 14                 | VSPW | Valley State Prison for Women  | Chowchilla      |
| 15                 | CTF  | Correctional Training Facility   | Soledad         |
| 16                 | SVSP | Salinas Valley State Prison  | Soledad         |
| 17                 | PVSP | Pleasant Valley State Prison   | Coalinga        |
| 18                 | COR  | California State Prison, Corcoran  | Corcoran        |
| 19                 | ASP  | Avenal State Prison  | Avenal          |
| 20                 | NKSP | North Kern State Prison  | Delano          |
| 21                 | WSP  | Wasco State Prison   | Wasco           |
| 22                 | CMC  | California Men's Colony  | San Luis Obispo |
| 23                 | CCI  | California Correctional Institution  | Tehachapi       |
| 24                 | LAC  | California State Prison, Los Angeles Co                                    | Lancaster       |
| 25                 | CIM  | California Institution for Men   | Chino           |
| 26                 | CIW  | California Institution for Women   | Corona          |
| 27                 | CRC  | California Rehabilitation Center   | Norco           |
| 28                 | CVSP | Chuckawala Valley State Prison   | Blythe          |
| 29                 | ISP  | Ironwood State Prison  | Blythe          |
| 30                 | CAL  | Calipatria State Prison  | Calipatria      |
| 31                 | CEN  | Centinela State Prison   | Imperial        |
| 32                 | RJD  | RJD Donovan Correctional Facility  | San Diego       |
| 33                 | SATF | Substance Abuse Treatment Facility and State Prison at Corcoran California | Corcoran        |

| JUVENILE INSTITUTIONS |       |   |             |
|-----------------------|-------|---|-------------|
|                       | ABRV  | INSTITUTION NAME                              | CITY        |
| 1                     | NCYCC | Northern California Youth Correctional Center | Stockton    |
| 1                     | DWN   | DeWitt Nelson                                 | Stockton    |
| 1                     | NAC   | N.A. Chaderjian                               | Stockton    |
| 1                     | OHC   | O.H. Close                                    | Stockton    |
| 2                     | PASO  | El Paso de Robles                             | Paso Robles |
| 3                     | VYCF  | Ventura Youth Correctional Facility           | Camarillo   |
| 4                     | SRCC  | Southern Youth Correctional Reception Center  | Norwalk     |
| 5                     | HGS   | Heman G. Stark                                | Chino       |
| 6                     | PYCF  | Preston Youth Correctional Facility           | Ione        |

| JUVENILE PAROLE REGIONS |          |   |
|-------------------------|----------|---|
| 1                       | NORTHERN | Covers all counties north of San Luis Obispo, Ventura, Los Angeles, and San Bernardino. |
| 2                       | SOUTHERN | Covers all counties south of Monterey, Kern, and Inyo counties.                         |

